

**More Relevant & Ready Army  
More Capable & Modular Force  
More Stable & Predictable Lifestyle**

# **WORTH FIGHTING FOR**



# **Army Campaign Plan**





# An Army at War... and More



**Our Army is at War...and keeping the Peace...and deterring aggression...and providing humanitarian assistance around the globe. Over 320,000 Soldiers are committed worldwide. It hasn't been easy, but we're working to make it better for you and still uphold our responsibilities to our Nation.**

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# Where Are We Headed?

## Increase Capability for a Wide Range of

### Missions

#### Relieve the Stress

- Reduce PCS moves
- Increase tour length
- Stabilize Soldiers and families
- Increase number of units
- Predictable deployments

#### Stabilize

#### Optimize the Capabilities

- Increase high demand units
- Reduce heavy forces
- Increase infantry, MP, Civil Affairs units
- Convert military to civilian positions
- Faster deployments
- Interchangeable units

#### Rebalance

#### Redesign the Organization

- Smaller units (brigade-based)
- Tailorable units
- Increase manning levels
- Standardized unit designs

#### Modular

#### Redefine the Culture

- Wartime decision making
- Warrior Ethos
- Revise European/Pacific basing
- Integrate with Joint Force & other nations

#### Warrior

## Joint & Expeditionary Army with Campaign

### Capabilities

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# What Does It All Mean?

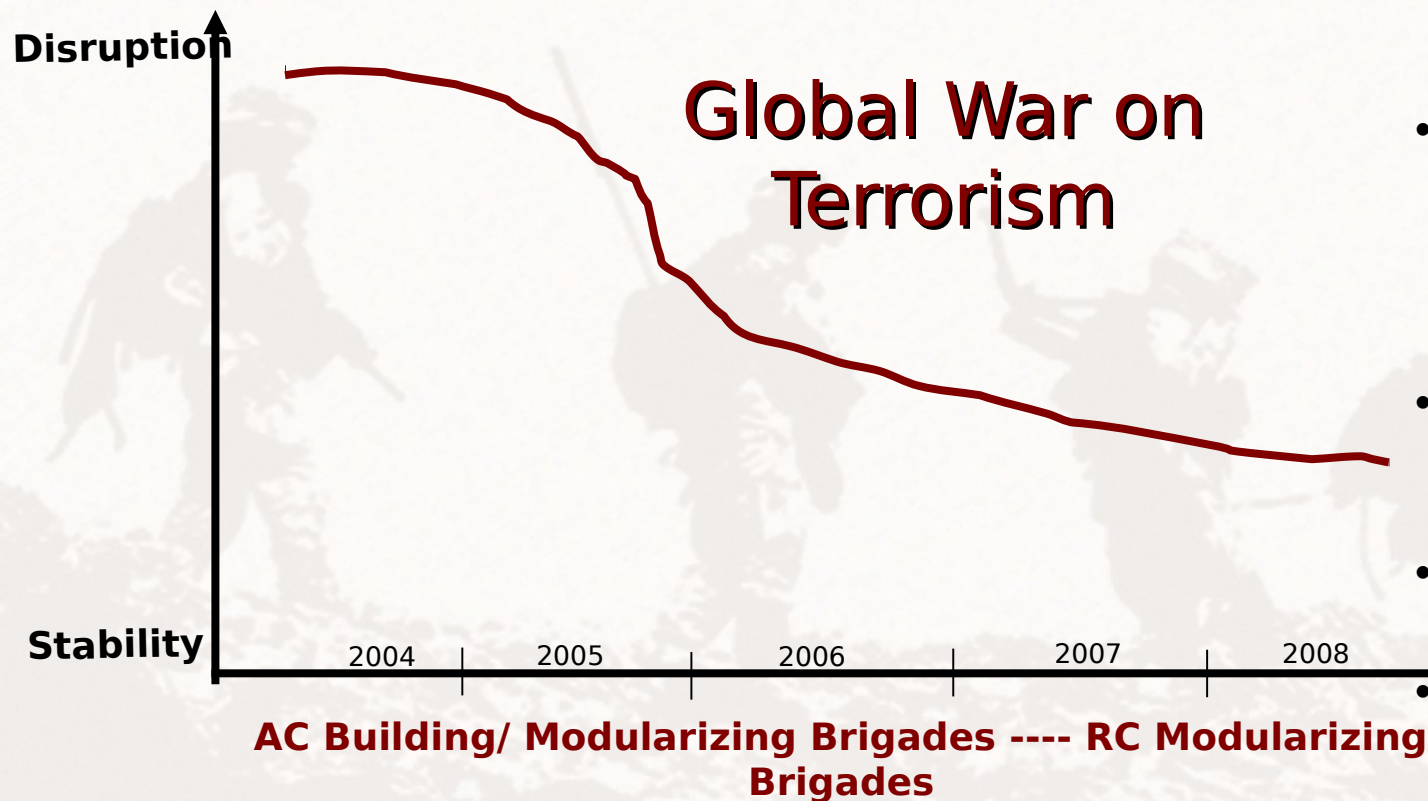
**All the changes and adjustments we're making will make our Army more Relevant and Ready by giving us:**

- More cohesive and combat ready formations
- More stable and predictable lifestyle for our Soldiers and their families
- More agile and tailorable units
- More high demand units and skills
- Commonality across the entire Army (Active and Reserve Component)





# What Happens When?



- Implement stabilization initiatives as we convert units
- Restructure and build new Brigade Combat Teams/ Units of Action
- Build more "high- demand" units
- Convert MOSs as we restructure
- Fight the War!

re Changing While the Engine's Running – Not Business as Usual

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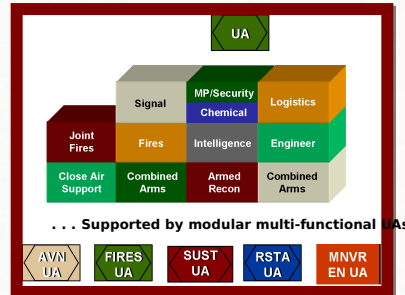




# What is the Approach: A Synergy of Strategies



**Stabilize Soldiers  
And Families**



**Create “Modular” Units**



**Restructure  
100,000 Positions**

**Creates Larger  
Pool Of Agile,  
Cohesive,  
Deployable  
Units**

These strategies working together will provide the Nation with a more capable Army and additional stability and predictability

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# Stabilization: How We Will Man The Force

## **Stabilization**

- More stability and predictability
- Longer assignments for CONUS-based Soldiers and families
- Extended initial tours
- Enables higher levels of cohesion
- Uses a regional approach
- Multiple opportunities to return to same post

## **Unit Focused Stability**

- Synchronizes with Unit Operational Cycle
- Minimizes Soldier losses for deployed units
- Provides combat ready, agile, cohesive units
- Uses Life-cycle and Cyclic Manning Management

## **Individual Replacement System (IRS)**

- Current system doesn't go away completely
- Remains in place for most overseas-based units
- Used for the Institutional Army (TRADOC, etc.)
- Some low density specialties will always stay IRS





# Stabilization: How We Will Provide Predictability to the Force

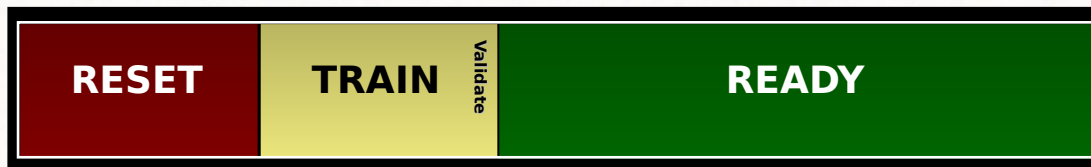
## Stabilization increases predictability and readiness

- **Active Component Soldiers spend longer tours at installations within the U.S., moving only to:**
  - Meet the needs of the Army
  - Fulfill leader development requirements
  - Satisfy individual preferences
- **Minimizes family turbulence and provides “deeper roots” to the community**
  - Enlisted Soldiers can reenlist Present Duty or Needs of the Army
  - All Soldiers will be encouraged to return to the same post repeatedly during their career
  - Families become more connected to their community; continuity in schools, medical care, spouse education/career, and home equity
- **Further stability and predictability are supported by:**
  - Future rotation-based Army
  - Regional approach for future assignments
  - Increased transparency in accessions; Soldiers and officers increased involvement in assignment selection





# Stabilization: How We Will Use Lifecycle Management



- **Synchronizes Soldier's tour with the unit's operational cycle (36 months)**
  - Minimizes attrition (PCS/ETS) for deployed units - increases unit continuity during deployments
  - Provides horizontal & vertical cohesion
- Focused on Brigade Combat Teams
- **Lifecycle management focuses personnel turbulence to reset periods:**
- **Maximizes unit cohesion, deployability and readiness**
  - Un-programmed losses (4-8%) replaced with personnel packages annually
  - Medical, UCMJ, administrative separation, and exceptions
- **50 - 70% of the unit turns over at end of cycle**
- **By exception losses for ARSOF and Old Guard**
- **Installation challenges may include:**
  - Housing
  - CIF
  - In/Out Processing

X

## The Brigade Commander Controls Internal Turbulence

- Enables leader development
- OES/ NCOES TDY & return
- Length of time for Leader Qualification



# Stabilization: How We Will Use Cyclic Management



- Sustained by periodic annual replacements to 'normalize' training cycle
- Focused on headquarters elements and low-density specialties; units that require continuity of operations
- Focuses training to sustainment periods

**Cyclic management focuses personnel turbulence to a scheduled one- or two-month period**

- Maximizes unit cohesion and readiness
- Installation challenges may include:
  - Housing
  - CIF
  - In/Out Processing

## TENETS

- 12 months in length (Sustain & Ready)
- Combat Support, Combat Service Support units, and Command and Control elements
- Synchronized sustain phases
  - Programmed losses and replacements only during this phase
  - Allows for focused training/ resource prioritization
  - 15% to 30% losses annually
- By exception losses for SOF, CSM Selectee, OCS





# Modularity: How We Will Restructure Our Units

**Create units that are more stand alone and alike**

—

**with broad spectrum capability**

- Create a larger pool of units to fulfill strategic commitments
- Standardize combat unit designs
- Make units more adaptable to the range of missions – from peacekeeping to war
- Move from Division (larger) to Brigade (smaller) level stand-alone units
- Make units capable of deploying more rapidly
- Improve our ability to tailor units and integrate among components, and with other Services and Nations

**We have a plan to build a more modular,  
standardized and flexible Army . . . and**

**we're starting now**

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# Modularity: How We Will Build Capability Over Time

Growing up to 15 New Brigade Combat Teams in 6 years

FY04













FY05

FY06

FY07

FY08

FY09

Current Division						
Brigade Combat Team Build of Action				 <i>Decision to implement resourcing of final 5 UAs subject to operational necessity and OSD approval</i>		
ARNG Modularity						

\* Units of Action (UA) are brigade sized units that include key enablers making them more modular and self-sufficient

The Reserve Components are changing too. In the end, we'll have

82 Brigade Combat Teams in Our Army

- Creates a deeper rotation pool to sustain the war and meet our worldwide commitments
- Restructures the AC/RC Combat Service Support to support modular Brigade Combat Teams

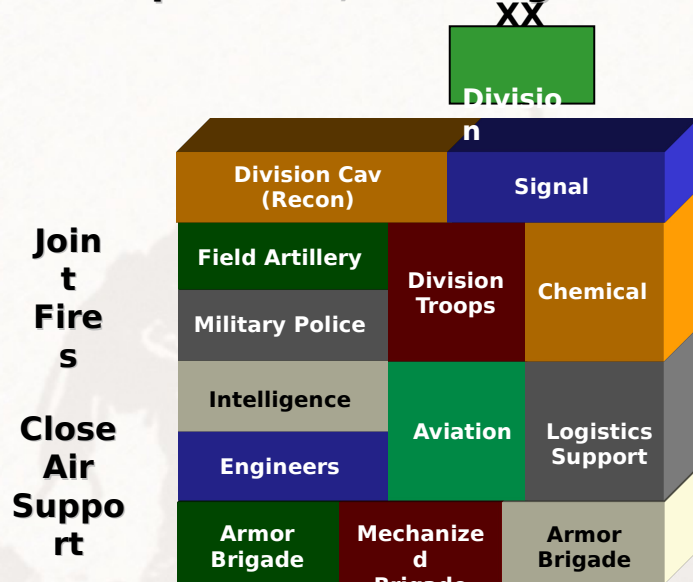
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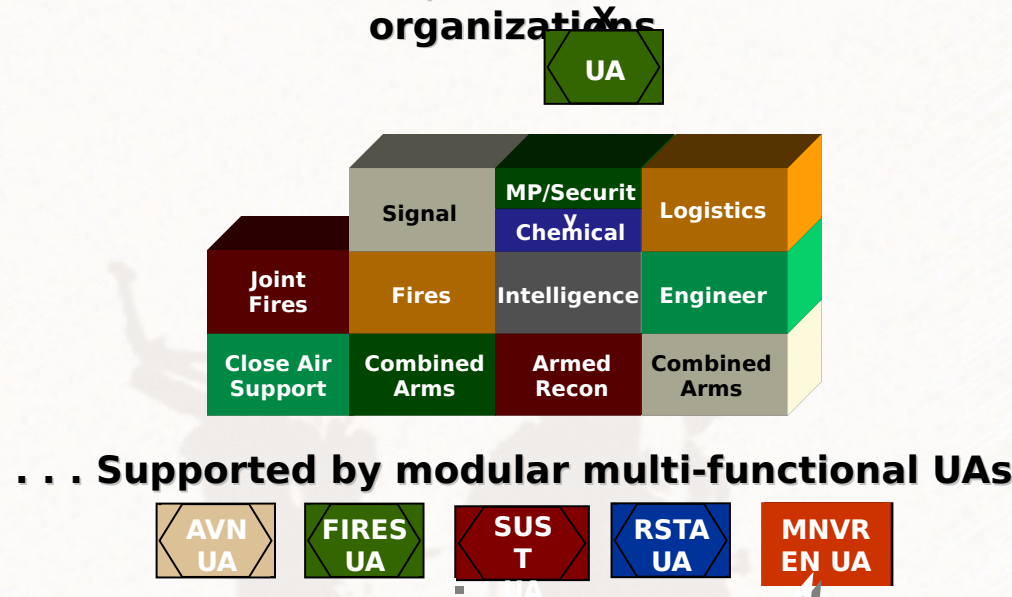


# Modularity: How We Will Change to Brigade-Centric Organizations

**An Army based around large, powerful, fixed organizations**



**To an Army designed around smaller, self-contained organizations**



- Don't have to deploy a whole division to get certain capabilities
- Employ smaller, tailored forces instead of one or two large units
- Smaller units simplify logistical challenges
- Creates a larger pool of units to rotate into operations

**A More Relevant and Ready Force**

**Active and Reserve Units with the Same Structure**

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# Restructuring: How We Will Meet Our Most Pressing Skill Requirements

## Decrease

Field Artillery Units  
Air Defense Units  
Engineer Units  
Armor Units  
Certain Logistic Units

2004 - 2009

**100,000  
soldiers  
retrained and  
reallocated**

## Increase

Military Police units  
Transportation units  
Civil Affairs units  
Special Operations units  
Biological Detection units  
Military Intelligence units

- Divesting Cold War Structure to Better Fight the War on Terrorism
  - Example: Decreasing Field Artillery, Armor, & Air Defense units – taking advantage of air superiority and precision munitions capabilities
- Relieve Stress on High Demand Units
  - Example: Increasing Military Police, Civil Affairs, Special Operations units
- Improve Readiness and Deployability of Units
  - Example: Man Units to Authorized Levels
- Execute Military to Civilian Conversions – Free-up Soldiers to Deploy
  - Example: Converting Headquarters Positions from Military to Civilian

Most Significant Army Restructuring in the last 50  
Years

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# The Army Culture Will Change

- A more Joint, CONUS-based expeditionary Army
- Changing to a more Joint and Expeditionary Mindset
- Remain focused on our Core Competencies
- More agile and responsive in all missions and processes

## Soldier's Creed

I am an American Soldier.  
I am a Warrior and a member of a team.  
I serve the people of the United States and live the Army Values.  
***I will always place the mission first.***  
***I will never accept defeat.***  
***I will never quit.***  
***I will never leave a fallen comrade.***  
I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.  
I always maintain my arms, my equipment and myself.  
I am an expert and I am a professional.  
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close

To a More Joint and Expeditionary

Army

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# What Isn't Changing?

The Soldier is the Centerpiece of all our Units



## **Soldiers are:**

- The most effective, flexible and adaptable asset we possess
- The Army's best sensor - receives and processes information better than any technology
- The face of the United States overseas

Everything We Do is Designed to Support Them

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# Bottom Line

- We are all Soldiers first - living the Warrior Ethos.
- Our Army is respected - by our citizens, media, leadership...and by our enemies.
- Our force will be more stable and predictable - but we face some turbulence over the next 18 months.
- We have won many new entitlements and authorizations for Soldiers and families - and are fighting for more.
- Our Army is a team - of all Active, Guard and Reserve Components; DA Civilians; family members; and contractors
- Thank you and your families for your service and dedication

“The cowards never came. The brave arrived. The tough remained.”

— Unattributed American Pioneer

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